

International Health Leadership Development Programme (IHLDP)



Leading transformational change

Research has indicated that leadership is central to organisational success. Access to resources is necessary but not sufficient. Resources need to be leveraged with good management and leadership practices. The aim of this programme is to develop such practices. The programme is a partnership between the world ranked and triple accredited Lancaster University Management School, The Kenya Red Cross and the International HIV/AIDS Alliance.

The Principles Of The Programme

Learning not teaching

Change happens through learning, not teaching. In teaching knowledge content is assumed to be transferred from the teacher to the student. Learning starts with learners (both those to 'teach' and those who are students) taking responsibility for their own learning. Learners develop their knowledge by reflecting on their own practice and incorporating new knowledge into that practice on an ongoing basis. That is, by learning to learn. This reflective process is guided by theoretical and practical concerns in which insights are generated that are directly relevant to

your own daily practice. This programme will provide you with the tools and resources to develop your own learning practices.

Transformation through learning

Transformational change is doing different things differently (that is to say it is innovative by its very nature). Transformational change happens through engagement and learning. Learning is not an individual activity. Learning also happens in groups. Learning communities (or communities of practice as they are sometimes called) allows a group to engage actively and transform their own practice, collectively. Through learning practices organisations can be transformed. This programme will provide you with the tools and practices to enable groups within the organisation to learn, develop and transform – everyday, as an integral part of work practices.

Learning in context, not by theory or case studies

This programme will focus on your actual organisational settings and contexts. The programme will not discuss theory (or discuss case studies) separate from your own individual and organisational reality. Thus the programme will be

situated in your actual work settings. It is about enabling you to achieve excellence at work, not creating more work.

Leading practices, not leadership

Leading is not some magic formula or a mysterious characteristic of the select few. Leadership is the outcome of leadership practices -- leadership practices that can be learned. This programme will enable you to understand and implement those practices. Leadership development is an ongoing process that needs your active engagement.

The Development Programme

The programme is designed to learn and develop managerial and leadership practices. As such it is carefully structured to achieve this outcome (refer to the diagram for an overview). The programme will kick off with a pre-meeting, which will be virtual (a video conference or webinar). The meeting will begin with a presentation of the philosophy and key concepts of the programme. Participants will be given two key readings to read and discuss (in your organisational group) before you attend the first

module. This will enable a quick entry into the ethos of the programme.

Module 1: Learning to lead (or becoming a reflective leader/group)

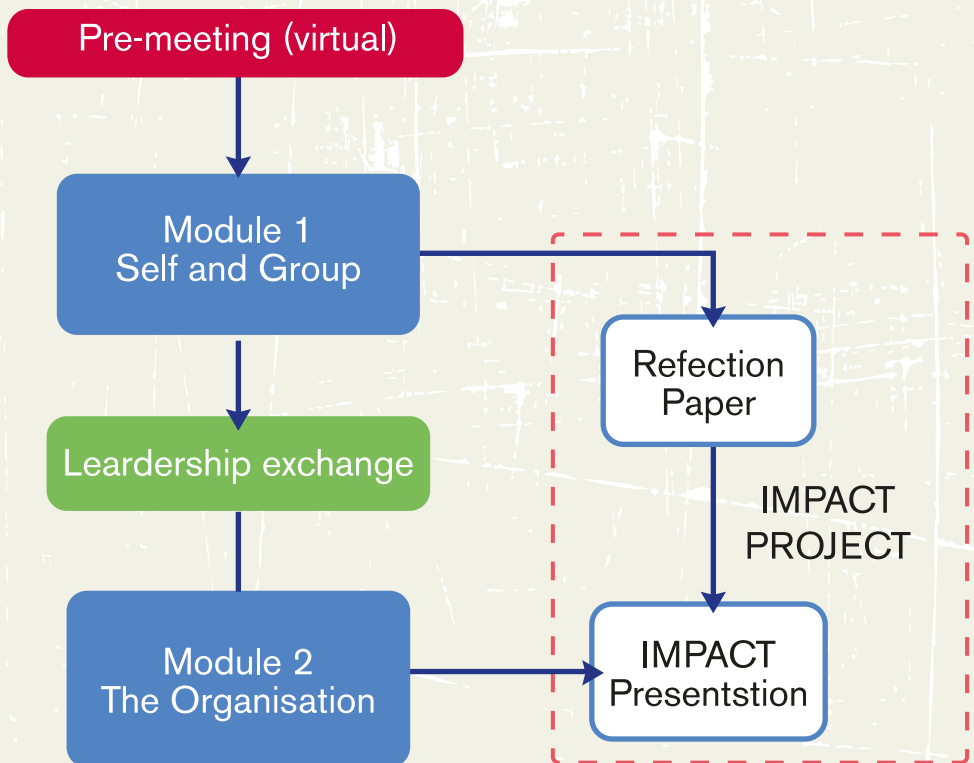
This module will focus on the practice of the individual participant and the group. It will establish the importance of reflecting on actual experience as the foundation for individual learning and development. It will introduce a variety of reflective practices and explore how these will be incorporated into the participant's daily work context. It will also introduce the practices of leading and reflect how these might be practiced in order to address some of the issues confronting the individual/organisation. The following themes will be covered:

- Becoming a reflective practitioner
- Learning from your own professional/managerial practice
- Developing an ethical practice
- Leadership as a practice
- Leading health professionals
- Developing a community of learning to improve health outcomes
- Learning from seeing: visiting health organisations

Leadership exchange

In between the two modules participants will be placed in pairs. They will visit each other's workplace as observers. The purpose of the observation would be to see leadership in action and to provide each other with confidential

feedback and 'friendly consulting'. The pair will reflect on each other's leadership practices and also feed back to the group about what you have learned from your exchange. The group will then share their experience and develop collective insights for ongoing development.



Module 2: Leading change (organisational transformation)

This module will focus on the practice and processes of learning and leading in the organisational context (or community of practice). The key concern would be to facilitate transformational change. That will require the creation of a community of learners as well as the development of a leaning culture throughout the organisation. Central to this development are questions of identity, strategy and governance. The module will focus on how to consider these and how to develop a learning culture within each of your organisations.

- Leadership and change in the health context
- Developing the organisational identity and strategy
- Organisational culture as a facilitator/inhibitor of change
- Developing a learning culture in health organisations
- Leading organisational change (strategy and tactics)
- Governance and managing external stakeholders
- Learning from seeing: visiting health organisations

Reflection papers and Impact Project

Each participant (or organisational group) will initiate an impact project in their organisation at the start of the programme. This will be a project to change something more or less significant in the organisation. This project will be implemented and each participant will keep a learning journal which will reflect on their own development as well as their impact project. This learning journal will be updated every two weeks and reviewed by the tutor. This journal will become their reflection paper or assessment for the programme. In addition each participant will be expected to prepare an impact presentation to present at the end of the second module. The impact presentation will reflect personal and organisational impact of the programme.

Timing, location and costs

The programme will be delivered in Nairobi, Kenya at the conference facilities of the Kenya Red Cross.

About The Partners

The **International HIV/AIDS Alliance** exists for one reason – to end AIDS through community action, an ambitious but realistic vision. We are building knowledge, mobilising people, inspiring leadership and allowing all voices to play significant roles in the local, national and global response to HIV. Our experience shows that together, we can achieve more impact. We are an alliance of 40 organisations led by community leaders, activists, programme managers, policy specialists and civil society practitioners and advocates.

The **International Center for Humanitarian Affairs (ICHA)** was established by the Kenya Red Cross Society to create an autonomous platform for knowledge management, capacity building and to influence policy on humanitarian issues in Kenya and within the African region. The center is geared to establish a collaborative enterprise between humanitarian agencies, governments, academics, and donors to support evidence based policy and practice in order to increasing the effectiveness of humanitarian initiatives.

Lancaster University Management School (LUMS) in Lancaster, England, is the world-ranked business school of Lancaster University. The School was established in 1964. A full range of subjects are taught, ranging from undergraduate degrees to postgraduate degrees including MBAs, PhDs and post-experience executive education. The Financial Times ranks Lancaster University's MBA programme the 71st in the world and 9th in terms of value for money (in 2012). Lancaster University Management School is one of only two business schools in the United Kingdom to have achieved a 6 star research rating.

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